

**THIS IS A DRAFT STATEMENT OF OBJECTIVES - ALL  
SECTIONS ARE SUBJECT TO CHANGE AFTER ALL  
REVIEWS HAVE BEEN COMPLETED.**

**SECTION C  
STATEMENT OF OBJECTIVES**

**C.1 INTRODUCTION**

This section consists of a Statement of Objectives (SOO) and related assumptions, constraints, and considerations relative to the Information Technology Solutions Business Information Strategy Support (ITS-BISS) acquisition. It is not the intent of the Government to provide detailed requirements, nor to describe how the work is to be accomplished. Offerors will use this information to propose a technical solution including a Statement of Work (SOW) with performance measures and incentives to support EPA in accomplishing its organizational and project objectives. In addition to meeting project objectives, the Contractor is encouraged to:

- Endeavor to understand EPA's crucial mission and business issues and opportunities.
- Develop a full understanding of the Federal ITM environment and framework in which EPA operates.
- Share the risks and responsibilities of joint implementations and initiatives.
- Ensure its products and services deliver tangible and meaningful business benefits.
- Work collaboratively with other contractors, government agencies, and business partners to ensure project success.

**C.1.1 PURPOSE**

The Contractor shall provide a full and complete range of technical and professional support to the Agency to assist with all aspects of researching, planning, designing, developing, analyzing, improving, implementing, and otherwise supporting the Agency's Information Technology and Information Management (ITM) Program.

The purpose of this contract is not merely the provision of advisory and assistance services (AAS) related to ITM and Agency management issues broadly, but the provision of those services with an understanding of, and in the context of, the Agency's environmental program and regulatory mission, its statutory responsibilities and the oversight environment in which it operates, and its business processes and systems. See Section C.4.2.3 for the definition of these services. The Agency expects the Contractor to have an understanding and general working knowledge of the Agency's environmental programs and regulatory mission, authorizing legislation, policies and guidelines, and oversight environment. In addition to supporting EPA's ITM Program on policy and strategy issues, the advice and assistance provided under this contract will support EPA decision-making on technology investment and implementation. Therefore, the Agency expects the contractor to provide expertise across the broad spectrum of technology the Agency's Enterprise Information Technology Architecture program must address.

The term *solutions* as used in this SOO is intended to emphasize the Agency's requirement for advice, assistance, and support that leads to, results in, directly supports, or provides a holistic

programmatic solution to an Agency ITM issue or management challenge. Using this framework, the delivery of contractor services or support to the Agency is intended to directly contribute to the accomplishment of the contract SOO or an explicit ITM or mission-based outcome, as defined by an Agency client, planning, or other similar program document. The term solution extends beyond the concept of developing or delivering tools or technology, although IT can and should be used as an enabler of mission and business results where appropriate. Rather, the Agency requires ITM solutions that achieve defined outcomes and are based on the delivery of services that are comprehensive, integrated, customer-focused, and leverage technology, as appropriate. Agency clients may include the Office of Environmental Information (OEI), Agency's National Programs, Research and Development Office, Administrative and Regional Offices, and OEI customers and partners. Clients may also include OEI customer and partners external to the Agency.

Not all work performed under this contract will have a solutions orientation, and the intent is not to apply performance-based contracting requirements to situations where it is not the best fit. For example, when a task involves implementing a standard procedure or a simple or defined activity under an existing policy, and variation is not allowed, a solutions-based approach to providing the support service is not likely to be appropriate. It is the Agency's intent to use a solutions approach to performing work under this contract where it is appropriate and adds value. The Agency Contracting Officer, in consultation with the ITS-BISS Program Manager and the customer organization, will determine the applicability of a solutions approach to an Agency requirement where questions arise. When a solutions approach is appropriate, contractor advice, assistance and support services shall be designed, developed, and delivered to support Agency and project outcomes. In addition, solutions as defined under this contract shall reflect industry and government best practices, performance benchmarks, and an end-to-end customer service focus, as appropriate.

### **C.1.2 PROJECT OVERVIEW**

ITS-BISS (pronounced BIZ) is an advisory and assistance contract with emphasis on the provision of information technology *and* information management (ITM) policy, planning, and program management (PPM) support, services, and solutions. This includes provision of the full range of advisory and assistance services to support or improve IT and IM planning, policy development, decision-making, management and administration, program or project management and administration, and research and development activities and their implementation. This contract will serve as a primary source of advice, assistance and support for the Agency's ITM policy, planning, security, investment management, enterprise architecture, technology assessment, infrastructure management, IV and V functions and activities. This contract will also serve as a primary source for ITM technical, management, and expert advice and assistance for the Agency's Office of Environmental Information (OEI). Within OEI, this contract will be the prime source for IT policy, planning, technical and analytical support for the Office of Technology Operations and Planning (OTOP). The contract will also support the Agency's National Programs, Research and Development Office, Administrative and Regional Offices, and OEI customers and partners both internally and externally. Because of the breadth, depth, and importance of the advisory and assistance work the Agency will perform under this contract, vendor objectivity and independence are essential to the Agency.

### **C.2 CURRENT ENVIRONMENT**

This section describes the current EPA IIASC contract whose functionality will be replaced and expanded by the ITS-BISS acquisition. See also Attachment J-1, "ITS-BISS Functional Areas" which describes in detail the functions that to be performed under ITS-BISS (these are not the functions that are performed under IIASC. We need to specify the scope of the tasks to be

performed under this contract, which should be those in J-1). Attachment J-1 also describes activities that support the existing ITM Program that are not performed under the current IIASC contract. The current IIASC contractor provides a full and complete range of technical and professional support to EPA to assist with any and all aspects of planning, designing, analyzing, improving, implementing, reporting on, and otherwise supporting the Agency's information technology infrastructure and its information technology architecture. The IIASC contractor is required to perform studies, analyses, business process reengineering, and other support activities within the scope of its contract for the purpose of assisting EPA with achieving compliance with the Clinger-Cohen Act of 1996, the Paperwork Reduction Act (PRA) of 1995, the Government Performance and Results Act (GPRA) of 1993, and other similar or related mandates, legislation, and OMB Circulars. The existing IIASC contract cannot be used to (a) acquire hardware, software, or telecommunications resources on behalf of the government except as may be specifically authorized to support work assignment performance, (b) construct and/or implement production hardware, software, or telecommunications systems, or (c) provide ordinary operation, maintenance, or repair services for any item of EPA's information infrastructure.

### **C.3 STATEMENT OF OBJECTIVES**

This section shows the relationship between EPA's high level organizational (strategic) goals and the ITS-BISS (project) objectives.

#### **C.3.1 ORGANIZATIONAL GOALS**

EPA leaders believe that taking a broad approach of establishing five organizational goals focused on environmental results and streamlining EPA's planning and budgeting structure will facilitate the Agency's ability to promote multimedia, cross-program approaches to solving environmental problems. The organizational strategic goals of EPA are:

- Clean Air and Global Climate Change
- Clean and Safe Water
- Land Preservation and Restoration
- Healthy Communities and Ecosystems
- Compliance and Environmental Stewardship.

Under its 2003 *Strategic Plan*, the Agency treats critical functions, such as sound science, quality environmental information, and innovation, not as goals in and of themselves, but as important means to satisfying the organizational objectives for the environment. These functions are integral to the strategies and approaches the Agency intends to use to achieve each of its five organizational goals listed above. They are referred to in the *Strategic Plan* as the "Cross-Goal Strategies" and include:

- Partnerships
- Information
- Innovation
- Human Capital
- Science
- Homeland Security
- Economic and Policy Analysis.

The Cross-Goal Strategies that are supported by the ITS-BISS initiative are discussed in the next section.

EPA's 2003 *Strategic Plan* also reflects the President's Management Agenda, issued in August 2001, which proposed three basic principles for reform: Government should be citizen-centered, results-oriented, and market-based. EPA has kept these principles in the forefront as it developed its *Strategic Plan*. In particular, EPA's *Strategic Plan* reflects five government-wide initiatives presented in the President's Management Agenda:

- (1) Strategic management of human capital,
- (2) Competitive sourcing,
- (3) Expanded electronic government,
- (4) Improved financial performance, and
- (5) Budget and performance integration.

In developing plans for each of its five environmental goals — establishing objectives and sub-objectives and developing the means and strategies for achieving them, EPA has considered opportunities to advance these initiatives. For example these government-wide initiatives are well represented among the ITS-BISS project objectives identified below.

### **C.3.2 CROSS-GOAL STRATEGIES**

The following organizational Cross-Goal Strategies are supported by the ITS-BISS project and are reflected in the specific project objectives in the next section.

#### **C.3.2.1 CROSS-GOAL STRATEGY: INFORMATION**

Accurate, timely, and usable information is the foundation for decisions and actions taken by EPA, states, and others responsible for protecting human health and the environment. Effective information management is vital to the success of EPA's mission and contributes to the achievement of all Agency strategic goals.<sup>134</sup>

To achieve EPA's mission, over the next 5 years EPA's information strategy will focus on:

- **Analytic Capacity**— Providing access to new analytic tools that facilitate data interpretation and enable users to respond to environmental problems; assess risk; set priorities; make sound decisions; and manage for results, using integrated resource and performance information.
- **Governance**— Adopting an Agency-wide approach to managing information, including administrative and programmatic systems, data, and investment priorities.
- **Excellence in Information Service Delivery**— Working collaboratively with states, tribes, other federal agencies, and key stakeholders to improve the efficiency and utility of environmental information.

#### **C.3.2.2 CROSS-GOAL STRATEGY: INNOVATION**

EPA's Innovation strategy includes the following:

- Enabling state and tribal innovation
- Using innovation to solve priority problems
- Developing problem-solving tools and approaches
- Creating a culture and organizational system to foster innovation.

#### **C.3.2.3 CROSS-GOAL STRATEGY: ECONOMIC AND POLICY ANALYSIS**

The quality of the analyses on which the Agency bases its decisions and the clarity of policies and regulations developed determine how well environmental programs actually work and achieve health and environmental goals. Sound economic and policy analysis builds the foundation for EPA to meet its goals and use its resources wisely to do so.

The strategy for improving EPA's regulatory and economic analysis addresses several objectives:

- (1) To enhance the quality of Agency decisions;
- (2) To refine analytic tools and capabilities and factor new analytic information into Agency rules and policies more effectively; and
- (3) To address priorities.

To accomplish these objectives, EPA's strategy emphasizes analytic planning, management involvement, cross-office participation, and public input.

### **C.3.3 PROJECT OBJECTIVES**

Table 1 describes the ITS-BISS objectives the Agency intends to achieve over the course of the project. Each Project Objective has associated Definition(s) of Success which are listed in the second column of Table 1. These Definitions of Success describe how the Agency will

determine if the Project Objectives are being achieved during the life of the project. The third column lists sample Performance Measurements which will be used to determine how well Project Objectives are being met. These will be further developed and defined in a partnership effort between the Agency and the Contractor during the initial phases of the project.

**Table 1: ITS-BISS**

**Project Objectives**

**Notes to Table 1:**

1 - Specific Project Objectives and Definitions of Success for Task Orders issued may be added during the course of the contract.

2 - These performance measures are examples only. Actual Performance Measurements will be defined for the Base Contract and for specific Task Orders issued thereunder.

<u>Project Objectives 1</u>	<u>Definitions of Success 1</u>	<u>Sample Performance Measurements 2</u>
1. Facilitate the advancement of the Agency's five mission goals as defined by Agency Strategic Plans and other appropriate planning documents through the implementation of ITS-BISS or related information objectives.	- Steady, credible and continuous progress over the life of the contract in linking progress on information objectives to environmental results through an accepted/evolving results framework.	- Percentage of EPA mission improvements attributable to ITS-BISS and the percentage of ITS-BISS benefits proposed vs. those that are delivered and implemented.
2. Facilitate the Agency's progress in building and strengthening its capacity to support Agency strategic, management, operational, or other goals through the implementation of ITS-BISS or related information objectives.	- Steady, credible and continuous progress over the life of the contract in linking progress on information objectives to Agency Cross-Goal Strategies, PMA initiatives, and other appropriate strategic or tactical management frameworks.	- Percentage of EPA mission improvements attributable to ITS-BISS and the percentage of ITS-BISS benefits proposed vs. those that are delivered and implemented.
3. Facilitate better environmental results, better business and ITM alignment, better managed information, better analytical tools and capabilities, more effective and efficient information technology, applications, business and governance processes through effective ITM, solutions-based advice, assistance, and services to the Agency customers, partners, and stakeholders.	- EPA, its customers and stakeholders link improved environmental and management decision making and results to advances in ITM products and services. - Data interpretation is facilitated and advanced through development of improved tools or by improving access to existing analytic tools.	- EPA standards compliance measured by the number of variations per year from standards as detected by reviews and audits.
4. Create customer, stakeholder, and partner value through effective solution-based advice and assistance on ITM issues and challenges and	- Customers, stakeholders and partners proactively seek out OEI advice, assistance, and services because of the excellent level of	- Periodic measurement of dollar throughput on the base contract compared with previous

through excellence and efficiency in delivering ITM services.	<p>customer service OEI provides.</p> <ul style="list-style-type: none"> <li>- The quality of the analyses on which EPA bases its decisions and the clarity of policies and regulations developed are improved.</li> <li>- Contract usage grows based on strong customer satisfaction and retention rate.</li> </ul>	<p>periods.</p> <ul style="list-style-type: none"> <li>- Customer satisfaction with contractor time-to-respond and problem resolution.</li> <li>- Performance measured as the percentage of projects completed on time and on budget, and meeting all requirements.</li> </ul>
5.Advance OEI/OTOP goals of becoming a provider of choice in the Federal sector for ITM policy, planning, program management services, as well as other services in EPA's ITM services.	<ul style="list-style-type: none"> <li>- Contract value increases consistent with EPA's growth goals.</li> <li>- EPA's ITM portfolio and services align totally with Agency business priorities.</li> <li>- Quality of products and services delivered, utilization of industry best practices, and deliverables provided on time.</li> </ul>	<ul style="list-style-type: none"> <li>- Periodic measurement of dollar throughput on the base contract compared with previous periods.</li> <li>- Percentage of EPA mission improvements attributable to ITS-BISS and the percentage of ITS-BISS benefits proposed vs. those that are delivered and implemented.</li> </ul>
6.Advance the Agency's ability to lead and strategically manage the ITM policy and program priorities facing EPA and the Federal government based on strong business intelligence, quality analytics, excellent advice and assistance, and mature governance processes.	<ul style="list-style-type: none"> <li>- EPA is at the forefront of anticipating and responding to new ITM challenges by establishing best practices in core program and functional areas such as building analytical capability, implementing investment management, and establishing effective governance structures.</li> </ul>	<ul style="list-style-type: none"> <li>- EPA standards compliance measured by the number of variations per year from standards as detected by reviews and audits.</li> </ul>
7.Establish EPA as a "thought leader" for ITM issues and establish the programmatic capability for EPA to rapidly respond to critical ITM policy, programmatic, and marketplace issues with solution-oriented advice and assistance.	<ul style="list-style-type: none"> <li>- EPA is at the forefront of establishing best practices for ITM and analytical capital, in partnership with it's contractor(s), matures EPA into a top "thought leader" in Federal government.</li> <li>-OEI establishes track record of accelerating time-to-market for ITM products and services and capturing increased market share.</li> <li>- Contract value increases consistent with EPA's growth goals.</li> </ul>	<ul style="list-style-type: none"> <li>- Periodic measurement of dollar throughput on the base contract compared with previous periods.</li> <li>- Customer satisfaction with contractor time-to-respond and problem resolution.</li> <li>- Performance measured as the percentage of projects completed on time and on budget, and meeting all requirements.</li> </ul>
8.Facilitate the excellence and the maturity of the Agency's ITM policy, planning and program management functions, as well as the effectiveness	<ul style="list-style-type: none"> <li>- EPA makes steady, credible, and positive progress on raising the maturity of its core IT processes from an established</li> </ul>	<ul style="list-style-type: none"> <li>- Negotiated service levels and the degree to which performance meets or exceeds these</li> </ul>

<p>and efficiency its service delivery capabilities through a commitment to continuous improvement, sound management, effective ITM advice and assistance, implementation of ITM best practices, and enhancement of core ITM competencies.</p>	<p>baseline.</p> <ul style="list-style-type: none"> <li>- EPA is at the forefront of implementing best practices for ITM, policy, planning and program management which leads to continual maturity of EPA's ITM program.</li> <li>- EPA adopts an Agency-wide approach to managing information, including administrative and programmatic systems, data, and investment priorities.</li> <li>- Quality of products and services delivered, utilization of industry best practices, and deliverables provided on time.</li> </ul>	<p>levels.</p> <ul style="list-style-type: none"> <li>- Customer satisfaction with contractor time-to-respond and problem resolution.</li> <li>- Performance measured as the percentage of projects completed on time and on budget, and meeting all requirements.</li> </ul>
<p>9..Leverage Agency's ITM Policy, Enterprise Information Technology Architecture, Investment Management, Security, and other critical programs, policies, legislation, and business processes to facilitate the efficiency, effectiveness, and maturity of the Agency's operations and enhanced mission outcomes.</p>	<ul style="list-style-type: none"> <li>- Mission and programmatic outcomes and operational improvements are linked to implementation of specific ITM program elements.</li> <li>- Complements and conforms with elements of the Enterprise Information Technology Architecture, applicable OMB Reference Models, the Clinger Cohen Act of 1996 and other applicable laws and regulations, and provides flexibility and scalability.</li> <li>- Enables mandated changes to be implemented in a timely manner, including E-Gov Initiatives.</li> <li>- EA enhancements mature at all levels and demonstrate value as a decision framework and tool.</li> <li>- ITM solutions are implemented that economically and efficiently leverage technology to meet Agency mission and business needs.</li> </ul>	<ul style="list-style-type: none"> <li>- Legal or regulatory requirements are fully implemented by the effective date of changes.</li> <li>- Decreases operating costs for services provided over the project life cycle.</li> <li>- Consistency with Federal and EPA ITM policies, architectures, and other requirements.</li> </ul>
<p>10.Establish effective contract management practices that facilitate partnership with EPA to achieve results, provide a model for innovation that increases efficiency and effectiveness of ITS-BISS, and facilitates other innovation such as share-in-savings, share-in-profits, and other performance-based approaches.</p>	<ul style="list-style-type: none"> <li>- Partnership approach shows provides clear linkage between OEI delivered solutionsand innovations that lead leverages core competencies</li> <li>- EPA realizes tangible cost savings because of the innovative contract approaches implemented by the contractor.</li> <li>- Real efficiencies, cost- savings, and benefits are experienced by the Agency.</li> </ul>	<ul style="list-style-type: none"> <li>- Negotiated service levels and the degree to which performance meets or exceeds these levels.</li> <li>- EPA standards compliance measured by the number of variations per year from standards as detected by reviews and audits.</li> </ul>

	<ul style="list-style-type: none"> <li>- Consistency with Federal and EPA ITM policies, architectures, and other requirements.</li> <li>- Positive relationships established and maintained with other intra-Agency contractors.</li> </ul>	
11. Provide rapid and effective support for audits and management reviews by EPA and Federal oversight groups, such as the EPA Inspector General and the General Accountability Office.	<ul style="list-style-type: none"> <li>- Consistency with Federal and EPA ITM policies, architectures, and other requirements.</li> <li>- EPA maintains a superior audit trail supported by the contractor that withstands the toughest scrutiny by oversight bodies.</li> <li>- Audit and oversight activities are provided with convincing proof that EPA is receiving superior service at a fair and reasonable price.</li> </ul>	<ul style="list-style-type: none"> <li>- Improved financial performance as measured by a zero material weakness in audit opinions.</li> <li>- EPA standards compliance measured by the number of variations per year from standards as detected by reviews and audits.</li> </ul>

### C.3.4 FUNCTIONAL OVERVIEW

Agency's high level goals and objectives translate into specific functions to achieve these goals and Project Objectives. The following list summarizes the specific ITM processes and functions that are the focus of the advice, assistance and support provided by the ITS-BISS Contract:

- ITM Policy, Planning, and Security
- ITM Investment Management including Capital Planning Investment Control and Enterprise Architecture
- ITM Program Management
- ITM Technical Analysis
- Time-Boxed Expert Advice
- Program Management.

See Attachment J-1, "As-Is Environment" for a more detailed description of the activities supporting these functions and information on how these functions are currently being performed.

## C.4 ASSUMPTIONS, CONSTRAINTS, AND CONSIDERATIONS

### C.4.1 GENERAL INFORMATION

This section describes assumptions made by EPA concerning the services to be provided and the technical and management constraints and considerations that must be accommodated by Offerors in the development of potential solutions. ***These items relate directly to the ITS-BISS Project Objectives listed in Section C.3.3.***

### C.4.2 ASSUMPTIONS

The following assumptions are made concerning the ITS-BISS environment, in general, and this acquisition in particular.

#### C.4.2.1 DEFINITIONS

Throughout this SOO, the initials ITM are used to clarify that the requirements of this acquisition extend to both the areas of Information Technology and Information Management. Instances where the initials IT are used are intended to indicate a requirement that does not extend to the area of information management.

According to OMB Circular A-130, "Management of Federal Information Resources" (11/28/2000), an Enterprise Architecture is the explicit description and documentation of the current and desired relationships among business and management processes and information technology. It describes the "current architecture" and "target

architecture" to include the rules and standards and systems life cycle information to optimize and maintain the environment which the agency wishes to create and maintain by managing its IT portfolio. The EA must also provide a strategy that will enable the agency to support its current state and also act as the roadmap for transition to its target environment. These transition processes will include an agency's capital planning and investment control processes, agency EA planning processes, and agency systems life cycle methodologies. The EA will define principles and goals and set direction on such issues as the promotion of interoperability, open systems, public access, compliance with GPEA, end user satisfaction, and IT security. The agency must support the EA with a complete inventory of agency information resources, including personnel, equipment, and funds devoted to information resources management and information technology, at an appropriate level of detail.

#### **C.4.2.2 CONTRACTOR RESOURCES**

The Contractor shall furnish the necessary personnel, material, equipment, services and facilities (except as otherwise specified), to perform its proposed Statement of Work.

#### **C.4.2.3 ADVISORY AND ASSISTANCE SERVICES (AAS)**

The services described in this section are the primary types of services authorized in this contract. Absence in this section of specific mention of a category of service does not necessarily mean that this contract does not authorize such service. The Agency's designated Contracting Officer, in consultation with the Agency's designated Program Manager, will make final determination whether the Contractor may, under this contract, perform a requested advisory and assistance type of support that is not specifically addressed in this section. The Contractor shall perform work under this contract only as directed in Task Orders issued by the authorized ordering officers.

This contract includes the full range of advisory and assistance services described in FAR 37.201 and 37.203, and related services of a similar nature, whether or not they are actually deemed advisory and assistance. This contract allows for provision of those services whether they relate directly to information technology or are ITM solutions for issues of Agency management and administration in a broad sense. In performing advisory and assistance, the Contractor shall provide OEI with feedback on issues that may limit the effectiveness of Agency ITM policies.

The following excerpt from the FAR describes those services:

*Advisory and assistance services means those services provided under contract by non-governmental sources to support or improve: organizational policy development; decision making; management and administration; program and/or project management and administration; or R&D activities. It can also mean the furnishing of professional advice or assistance rendered to improve the effectiveness of Federal management processes or procedures (including those of an engineering and technical nature). In rendering the foregoing services, outputs may take the form of information, advice, opinions, alternatives, analyses, evaluations, recommendations, training and the day-to-day aid of support personnel needed for the successful performance of ongoing Federal operations.*

#### **C.4.2.4 RESTRICTIONS**

The Contractor shall provide no litigation support activities or legal research under this contract. For all analyses, studies, and audits, the Contractor shall provide options and recommendations together with a detailed substantiation for the recommendations. The Agency will make all final decisions regarding implementation of the recommendations.

This Contractor shall not, under this contract:

- a) acquire hardware, software, or telecommunications resources on behalf of the Government except as may be specifically authorized to support task order performance such as for prototyping and/or testing,
- b) put into operational production mode any Agency hardware, software, or telecommunications systems, or provide ordinary operation, maintenance, or repair services for any part of the Agency's information infrastructure.

#### **C.4.2.5 ENTERPRISE INFORMATION TECHNOLOGY ARCHITECTURE AND CROSS-PROGRAM COORDINATION**

The Enterprise Information Technology Architecture is an authoritative representation of the Agency's strategic direction, organizational programs and projects, lines of business, information technology portfolio (i.e., data, applications, and technologies), security measures, and the inter-relationships among them. It is maintained for the purpose of supporting the Agency's strategic, budget formulation and execution, information technology capital, information technology acquisition, human capital, and security planning processes. Therefore, the Agency Enterprise Information Technology Architecture shall provide the underlying basis of all planning and other work under this contract.

In the interest of preserving the integrity of a unified architecture, the Contractor shall analyze common requirements between planned and existing projects and requirements that may cross program or medium (i.e., air, water, toxic substances, hazardous waste, etc.), geographic, or organizational lines. The Contractor will notify the Contract Project Officer (CPO) of any technical or managerial issues arising from any individual Task Orders??for example, duplication, conflict, or violation of Agency standards or ITM initiatives within the Agency of which the Contractor has any knowledge. The principal products of such analysis shall be the identification of opportunities for improvements in Agency ITM and the optimization of resources, the consideration of existing Agency systems and standards as feasible alternatives to the development of new systems and standards, and the submission of special reports and presentation of briefings on the findings and recommendations resulting from the analysis.

As the Contractor gains institutional and technical knowledge during work on the contract, the Contractor shall disseminate, or at least make available, such information across the contract's Task Orders and personnel. This is to facilitate sharing of lessons learned and institutional knowledge and understanding. The Contractor shall identify to the Contracting Officer, or designee, such information sharing efforts and support extension of them to Agency personnel and organizations.

#### **C.4.2.6 COORDINATION WITHIN THE AGENCY**

The Agency anticipates that, over time, the Contractor's knowledge of various Agency organizational entities will grow through its associations with those entities. Based upon that knowledge, the Contractor shall keep the Project Officer and other authorized Agency managers apprised of status and technical issues, so that the designated or appropriate Agency organization may identify and remedy issues and problems. The Contractor shall inform the Project Officer of apparent duplication of effort between tasks or Task Orders and of any evident inconsistencies among tasks or Task Orders initiated by different Agency organizational entities. The Contractor shall provide this information in writing to the Project Officer.

#### **C.4.2.7 PRECEDENCE**

The order of precedence of the documents referenced in this solicitation is (TBD)... Information, data, and any inventory of equipment and/or software presented in this solicitation are intended to describe the "As-Is" environment, and not to define requirements in addition to

those in this Section C. Unless otherwise explicitly stated, the order in which any listed, numbered, or bulleted items appear in this document does not imply any precedence, priority, or ranking.

#### **C.4.2.8 AS-IS ENVIRONMENT**

See Attachment J-1 for a description of the "As-Is" environment.

#### **C.4.3 CONSIDERATIONS AND CONSTRAINTS**

The following sections describe constraints and considerations to enable the Contractor to optimize its solution to meet the Agency's Project Objectives.

##### **C.4.3.1 LOCATION**

Most work under this contract shall occur in Washington, D.C. and Research Triangle Park, N.C. (RTP). The Contractor's Program Management function shall be located in Washington, D.C. The Contractor shall provide office space and qualified staffing at both the Washington, D.C. and RTP locations, as appropriate, to accommodate the requirements of both of these locations. Some work under this contract may occur at other Agency locations, including the Agency's Regional Offices, Labs, Field Offices, and other partner or customer sites.

##### **C.4.3.2 EMPLOYEE DEVELOPMENT AND STAFFING**

The Contractor shall provide a stable, competent work force to perform each Task Order. The Contractor shall ensure that its contract personnel, over the contract life, increasingly know and understand the Agency's organizational structure, its mission, its ADP policies, and its software and hardware environments. The Contractor shall institute procedures to refresh and enhance this knowledge and understanding. Employees shall remain technically current in their fields of expertise.

Nothing in this section mitigates the Contractor's obligation to hire fully qualified and thoroughly trained personnel, nor to authorize the provision of remedial training at government expense to overcome training deficiencies possessed by employees when hired. This item does recognize that (1) much of the knowledge required by personnel on this contract comes through performance, (2) during an employee's tenure on this contract, relevant technologies will rapidly change, and (3) ongoing training will be essential to prevent the employee's knowledge and skills from becoming obsolete.

The Contractor may request, and the Contracting Officer may approve in writing, training in those instances where the training is outside of the general educational and experience requirements of the personnel directly required for the technical requirements of the Task Order. Examples of such approved training areas include, but are not limited to, the following:

- new, specialized knowledge of a previously unanticipated nature,
- expertise in technologies changed or introduced at government instigation, which must be supported by the Contractor under a Task Order.

##### **C.4.3.3 SPECIALIZED EXPERTISE**

In the performance of this SOO, the Contractor may be required to have access to highly specialized business, management, and technical IT expertise that due to the specificity of the subject tool, technology, or business practice, may require skills, knowledge, or specific technical expertise that the Contractor may not have within its available resources. In these instances, the Contractor may acquire these temporary short-term resources through other means. This contract requires that the Contractor have quick and expedient access to these types of specialized technical and business management consulting capabilities.

##### **C.4.3.4 FEDERAL AND AGENCY STANDARDS AND POLICY**

The Contractor shall abide by all Agency regulations, policies, and procedures in effect during

the contract period of performance. This includes all changes in laws, regulations, policies, and procedures as they evolve during the contract period of performance. The Contractor shall conform to the Agency's Investment Management Philosophy including specific conformance with EPA's Enterprise Information Technology Architecture and conformance to portfolio performance standards using Earned Value Management (EVM), and all Agency governing documents associated with the Agency IT infrastructure, including the NTSD Application Deployment Checklist process. As a minimum, the Contractor shall conform to and abide by the federal policies and regulations and Agency policies and procedures listed in Attachment J-2.

#### **C.4.3.5 COMPETITIVE ADVANTAGE AVOIDANCE**

Some information to which the Contractor may be exposed under this contract, e.g., investment planning and review information, could offer the Contractor a competitive advantage if it were used for purposes other than purely for the performance of the contract. The Contractor shall safeguard all such information and limit access to it to those personnel directly performing under the contract and only for the purposes of the contract. The Contractor shall especially prevent access to the information by business development, marketing, proposal development, or other such personnel and prevent use of the information for any such purposes.

#### **C.4.3.6 FEDERAL POLICIES AND REGULATIONS**

See Attachment J-2 for the list of all Federal policies and regulations applicable to this Contract. (This is by no means a list of all policies and regulations. Section I, among other sections, invokes various sections of the FAR which are also applicable to this contract)

## **ATTACHMENT J-1 AS-IS ENVIRONMENT**

### **1.0 ITM Policy, Planning, and Security Advice, Assistance and Support**

In the As-Is environment the contractor provides a wide variety of advice, assistance, and support for the Agency's ITM policy, planning, and security functions, examples of which are described below, but the listing of these examples is not a limitation on what services may be performed in the future.

#### **1.1 ITM Policy**

The Clinger Cohen Act, Paperwork Reduction Act, Federal Information Security Management Act, and other Federal ITM statutes, policies, and executive orders require agency and departmental CIOs to establish appropriate policies, plans, and controls to ensure the effective management of Federal information technology resources. The contractor provides support to the Agency's efforts to comply with these and other related statutory, regulatory, and policy requirements. The contractor provides assistance and support in planning, establishing the foundation for, analyzing, developing, supporting, disseminating, and evaluating ITM policies, procedures, practices, technical operating standards, or guidelines.

The contractor provides support to the Agency in managing all aspects of its ITM policy function as well as providing support to component policy programs such as the Agency IT Policy Program. This support includes, but may not be limited to, developing standard operating procedures for policy development, templates for policy-related documents, and maintaining status information on existing Agency policies (e.g., sunset dates, responsible organizations, etc.). The contractor develops, maintains, and supports the implementation of strategic plans for the Agency's ITM policy function and supporting policy programs, including the identification of policy gaps and the development of strategies and recommendations for closing them. The contractor monitors compliance with Agency ITM policies and measures the effectiveness of those policies. The contractor supports OEI in analyzing requests from Agency offices for waivers from ITM policies.

The policy development, management, and support function described in this section is limited to the Agency's internal ITM policies and does not apply to the Agency's environmental and public policies, in the formulation of which the contractor has no role. The contractor provides assistance and support for adopting or adapting and implementing government-wide ITM policies in the Agency such as the NIST Security policies or requirements of the Federal Enterprise Architecture (FEA).

#### **1.2 ITM Planning**

The Paperwork Reduction Act requires Agencies to develop and maintain a strategic Information Resources Management (IRM) plan that describes how ITM activities support the accomplishment of agency missions. The Clinger-Cohen Act, as implemented in Federal policies and directives, requires Agencies to develop and implement strategic and tactical ITM plans. The Agency requires ITM planning to support compliance with these and other Federal ITM planning mandates.

The contractor provides the Agency with a broad spectrum of planning support, including but not limited to ITM strategy, tactics, performance, investment management, architecture, and business planning. The contractor, in this planning role, conducts research and data gathering, develops and analyzes scenarios, performs trend analysis, supports the implementation or enhancement of existing

Agency planning processes, and supports development of new planning processes. The contractor performs these analyses in conformance with Agency policies and processes current at the time the task order is placed.

Technology planning involves performing or obtaining long-term strategic technology assessments, projections, trend analyses, and the most-informed speculation available. The contractor maps out likely scenarios for technological advancement and analyze their impact upon the needs and capabilities of the Agency to use information and information management as strategic tools and methods for facilitating the protection of the environment. The contractor is sensitive to emerging federal, state, local, and private sector trends and business practices for protecting the environment in performing these planning analyses. Technology planning analysis is sensitive to whether existing technology is being utilized effectively from an infrastructure, business process, and workforce productivity perspective.

### 1.3 ITM Security

The Agency's information security requirements are growing in response to existing and new information security challenges and Federal policies and statutes. OEI is continuing to build and strengthen the Agency's information security function in response to these challenges and to ensure high levels of compliance Agency-wide. The contractor supports the Agency in managing all aspects of the information security function as well as providing support to component policy programs and activities within the overall function.

The contractor supports the Agency's IT Information Security Program in the areas of policy, program development and management, customer compliance support and assistance, and program oversight. Oversight support the contractor provides includes, but may not be limited to

- determining the level of compliance with Agency policies, procedures, standards, and guidelines by conducting testing of the Agency network and systems;
- determining the effectiveness of the implementation of the Agency's IT Security Program by conducting evaluations of Agency programs and systems;
- supporting the Agency in responding to audits or other oversight reviews or investigations from internal or external oversight organizations and responding to Agency weaknesses under the Federal Managers' Financial Integrity Act (FMFIA);
- evaluating security, contingency, and other plans or documents; and
- reviewing systems and systems documentation for compliance with ITM security policies and requirements associated with the Agency CPIC process.

All studies, analyses, testing or other support provided under this contract conforms to applicable Federal and Agency ITM Security policies, procedures, and standards. All testing and oversight work performed under this contract utilizes Agency approved or provided security tools, unless otherwise designated by the Agency's IT Security Program. The contractor also supports other activities such as compliance outreach and education, including but not limited to the Agency Information Security Officers Forum.

Agency program, staff, and regional offices are developing internal security policy and programs as well. The contractor performs studies and analyses and provide options for action in each of these functional areas across this broad range of customers, leading to implementation of recommended courses of action. The contractor performs best practices research, develops policy options, develops

and supports compliance assistance and monitoring approaches.

## **2.0 ITM Investment Management Advice, Assistance, and Support**

In response to the Clinger-Cohen Act of 1996, Federal Agencies established ITM Capital Planning Investment Control (CPIC) processes to evaluate their major ITM investments. Efforts to establish enterprise architectures (EA) to better inform the CPIC decision-making process soon followed in most agencies. More recently, agencies have begun to implement Earned Value Management (EVM) as a practice and tool for controlling ITM projects and ensuring they deliver promised business and mission benefits. Under the leadership of the Federal CIO Council, CPIC, EA, and EVM policies, practices, and tools have been brought together holistically under the Investment Management (ITIM) function. EPA is implementing this approach to Investment Management.

The contractor provides a wide variety of advice, assistance, and support for the Agency's Investment Management function, examples of which occur below, though not by way of limitation.

### **2.1 Investment Planning, Analysis, and Portfolio Management**

The contractor provides advice, assistance and support to the Agency on the introduction of new or revised policies, business processes and practices, customer services, and technologies to strengthen and improve the Agency's ITIM function and supporting program. The contractor supports the Agency in the following ITIM areas: expanding the scope of the ITIM program to include a larger percentage of the Agency ITM budget, creating a more robust evaluation component to the CPIC process, supporting the implementation of the earned value management, and developing new ITM investment services in OTOP to support Agency and other customers.

The contractor supports Agency efforts to strengthen and improve the ITIM function by integrating or aligning ITIM processes with Agency financial or other processes. The contractor supports the development of a mature ITM investment management portfolio process in the Agency. This support requires the contractor to analyze the Agency's ITM portfolio to identify strategic opportunities for enhancement and remedial investment and develop proposed strategies for investment prioritization and sequencing. Each of these program improvement activities requires support that involves, but may not be limited to, developing and maintaining policies, process and investment models, procedures and guidance, and other program documentation, including materials for customer and stakeholder coordination and outreach.

The contractor supports ongoing execution of the Agency's Capital Planning Investment Control (CPIC) process. This support includes, but may not be limited to, developing investment data calls, refining investment criteria, reviewing business cases, conducting portfolio analyses, supporting basic CPIC process management, supporting the executive committees that oversee the CPIC process, and, advising and supporting customers in developing high quality business cases. In addition to supporting the Agency in the execution of its internal CPIC process, the contractor supports the Agency in producing the Office of Management and Budget Exhibit 300 and 53 business cases and e-Gov Scorecard Updates.

The contractor provides business case development services to Agency and other customers. These services shall be provided within the context of a future OTOP Portfolio of Investment Management Customer Services. Depending on the complexity and risk of some ITM investments, it may be necessary to conduct a more thorough risk/return analysis before committing significant Agency resources to a project. OTOP is introducing the use of Applied Information Economics (AIE) to assess the risks and returns of proposed ITM investments, policies and practices in the Agency. The contractor supports the development and implementation of an OTOP AIE investment service. OTOP has

successfully piloted AIE on two large proposed ITM investments in Electronic Records and Documents Management Systems (ERDMS) and the Agency's desktop replacement schedule. AIE uses Monte Carlo simulation and Value of Information analysis to provide decision-makers with enhanced information for evaluating project risks and benefits. The Agency expects to gradually expand the use of AIE to support the Agency's Working Capital Fund (WCF) and CPIC budget processes. Full AIE implementation over time will involve training the Agency ITM analysts, analyzing ITM portfolios, redesigning internal approval processes, and conducting pilot projects so that staff has hands-on experience with the tools and methods. The AIE method and tools will be licensed on an annual basis.

## 2.2 Enterprise Architecture

The Agency's Strategic Plan states: "EPA strives to provide the right information, at the right time, in the right format, to the right people." The Agency requires a sound Enterprise Architecture (EA) to ensure that business processes support Agency goals and provide the data necessary to produce the "right information". Additionally, a well maintained EA is essential to ensuring that the Agency can establish the "right format" and deliver or make it accessible to the "right people".

The contractor supports development and maintenance of the Agency's enterprise architecture at all layers. Examples of the layers are strategic, business, data, applications, technology, security, and records management. This is in support of the Agency's enterprise architecture at the owner and planner levels, in accordance with Federal CIO Council guidelines in support of the Agency's administrative, research and scientific, and environmental and health protection businesses.

The contractor supports building out the existing architecture to other levels of an architecture framework and presenting the architecture in a graphic analytical tool. The contractor supports the linkage and harmonization of the architecture to the budget, investment review, and human capital planning processes of the Agency and the synchronization of the Agency's enterprise architecture with federal reference models and federal architecture models.

The contractor supports other aspects of the Agency's Enterprise Architecture program, including but not limited to, the development, maintenance, and implementation of an EA sequencing plan, governance process, and support for selecting new EA software tools or maintaining and implementing existing Agency EA software tools. The contractor supports the development, implementation, and maintenance of organizational or other architectures for OEI, other Agency offices and programs, programs that cross organizational boundaries (internal and external to the Agency), and other customers and partners.

## 2.3 Information Technology Roadmap and Planning Support

The Agency structures its information infrastructure around and in conformance with an approved hardware, software, and telecommunications architecture. That architecture is defined in the Agency's technology architecture, part of the Agency's enterprise architecture, and in updated versions of the "Information Technology Road Map". The contractor provides support and technical assistance in evaluating, developing, and maintaining detailed architectural strategic, tactical, and operational plans. Planning includes technology assessment, disaster recovery assistance, and IRM facility planning assistance.

The Agency periodically updates the Information Technology Roadmap to maintain its currency. The Roadmap is currently presented via a website containing the Agency's standards profile, which is an organized collection of predefined products and technologies that define the Agency's ITM standards and guidelines. The Roadmap is integral to the technical design of Agency information systems. The contractor :

- recommends changes based on Agency input and industry technology trends and directions;
- participates in and supports the identification and collection of Agency ITM and OEI trends and requirements through Agency data calls, ITM management and coordination teleconferences, Quality and Information Council (QIC) and QIC Subcommittee meetings, outreach events, and other client interface activities; and
- revises the draft Roadmap periodically to include all approved changes occurring since the last official publication date.

## 2.4 Information Infrastructure Management Support

The contractor provides services (as related to performance of Enterprise Architecture activities) in support of the planning, acquisition, and management of the totality of the Agency information infrastructure (including voice, video, and related telecommunications). Planning activities consist of requirements analyses, alternatives analyses, cost analyses, feasibility studies, development of technical specifications, or any other related activities as required by the Agency to ensure that it meets current and future ITM needs of the Agency. The support of general management consists of, but is not limited to, the following:

- provision of technical oversight of the installed infrastructure,
- monitoring the performance of the infrastructure and its components,
- producing studies and reports,
- providing evaluations and recommendations based on information obtained through the above monitoring and oversight,
- recommending procedural and other changes affecting the infrastructure, and
- other related support necessary for the general deployment of the physical and logical components of the information infrastructure.

As used above, "installed infrastructure" refers to the totality of the Agency's IT hardware, software, and telecommunications systems.

## 2.5 Review and Analysis of System Compliance

The contractor supports the review and analysis of system projects with enterprise architecture and CPIC requirements. For example, but not by way of limitation, the contractor supports CPIC and Enterprise Architecture checkpoints during the system life cycle, including a business alignment assessment during the initiation phase, a technical compliance assessment during the concept definition phase, and an architectural compliance evaluation during the operations and maintenance phase.

## **3.0 ITM Program Management Advice, Assistance and Support**

The contractor provides a wide variety of advice, assistance, and support for the Agency's ITM Program Management function, examples of which occur below, though not by way of limitation.

### 3.1 ITM Program Management

The contractor provides support in managing all aspects of the Agency's ITM Program Management function, including support for managing component ITM programs, projects, initiatives, and other activities. This support includes, but is not limited to, support for designing, implementing and managing program improvements projects, studies, and analyses; support for managing ITM systems

development and enhancement projects; support for developing and implementing business management processes, structures, and activities; and, support for developing and implementing ITM program management performance approaches or frameworks. This support also includes the provision of expertise to improve the Agency's organizational and management practices to improve ITM program maturity and effectiveness. It also includes providing strategic or tactical advice, consultation, and support for the identification, understanding, monitoring, and resolution of ITM program-management issues in the following or other related areas:

- Program management office;
- Policy management;
- Project management;
- Process management;
- Resource management;
- Asset management;
- Cost management (e.g., total cost of ownership);
- Performance management;
- Change management;
- Quality assurance and data quality support;
- Risk assessment and risk management studies and analyses (including development of recommendations regarding designated application systems, hardware configurations, or physical sites).

### 3.2 IT Business Transformation and Organizational Change

The Agency's ITM program is transforming to better align with the Agency's business objectives. OEI is changing to operate on a more business-like basis, with emphasis on improving customer service and growing its customer-base internally and externally. As the National Program Manager for Information, OEI is also in the process of defining its policy leadership and oversight role. Within OEI, OTOP is transforming part of its business model and concept of operations along the lines of an IT consultant and service provider.

The contractor provides expert advice, assistance, and support to OEI and other Agency Offices on transforming their organizations to benefit from greater degrees of business-like management and operation, within their statutory, regulatory, and policy environments. The objective of this type of support is to provide the Agency with strategic options and implementation support for business transformation and the associated organizational change necessary to achieve it. The contractor provides business and organizational planning, analysis, development, operations and other services. Methods of analysis and support include, but is not limited to, educating the Agency about best practices in industry and government, supporting comparisons of Agency activities with best practices, and communicating the business rationale and facilitating the adoption and adaptation by the Agency of appropriate and applicable best practices for its activities.

### 3.3 Customer Relationship Management

The practice of customer relationship management (CRM) represents an important OEI business management strategy for improving customer service and growing its customer-base internally and externally. OTOP is introducing a customer account representative program to improve customer

requirements as they relate to the communication of that information, including using Internet technology such as web sites, web services, web applications, and other emerging networking technologies. Examples of this type of work include, but are not limited to, the provision of support to determine data requirements, formulation of strategies to communicate, present, or supply the information, and the design and development of prototype Web sites or applications, web services, paper or electronic brochures, presentations, or articles. As technology advances, the particular techniques and methods will change, but the objective will remain to support the Agency in identifying and assessing data and information communication requirements and the best ways to meet them and to provide support in achieving those objectives.

The contractor produces communications products to assist in increasing awareness of Agency information products and to inform staff of procedures to follow for outreach and communications activities. Examples include, but are not limited to presentations (PowerPoint, slides, handouts); fact sheets; videos; DVDs; poster-board displays; exhibit hall displays; desktop publishing files; brochures, flyers, and handouts; procedure documents such as checklists for putting on events; lists of current information products and services to identify unmet needs and opportunities; overall communication strategy documents to encompass systematic communications about present and planned products and ways to provide environmental education information resources and to identify approaches for targeted groups such as environmental professionals and environmental public health professionals; and annual accomplishments reports.

The contractor provides support for communications meetings, including such support as logistics arrangements, registration desk support, audio-visual arrangements, telecommunications support, identification of potential sites and provision of information for selection of sites, for meetings such as Town Hall meetings, OEI annual meeting for program review or presentation, stakeholder meetings to preview information products, focus group meetings to refine information products or define information needs, and other events as required.

The contractor identifies and supports development of appropriate materials for press and speaking opportunities, identify conferences and possible speaking engagements for OEI presentations, identify journals, magazines, and newsletters for articles about Agency products; draft articles or talking points for use in chosen venues, or maintain a calendar of meetings.

The contractor performs customer and market research, provide timely advice and expertise on customer demographics, needs, and access preferences.

The contractor identifies and characterizes stakeholders, maintains directories of audiences and major national meetings for information dissemination or exhibits, or performs communications research, e.g., identifying optimal techniques for expanding awareness of public access to EPA environmental data.

### 3.6 Intra and Inter-Governmental ITM Initiatives Support

The Agency plans to play a strong leadership role on e-Gov, and particularly in areas and initiatives that support and align with Agency's goals, objectives, competencies and capabilities. The contractor supports the Agency's participation and leadership on inter- or intra-governmental ITM initiatives, including CIO Council initiatives and committee projects, e-Gov initiatives and services, and state partnership initiatives. Examples of this support include, but are not limited to, policy, planning, analytical, and other support for CIO Council subcommittees and workgroups, development of issue papers, facilitation of meetings, provision of expert analysis of emerging issues, training and educational seminars on Council or other initiatives and priorities. The contractor also advises the Agency on opportunities to most effectively participate in new and existing e-Gov initiatives.

service and to provide an opportunity to pilot strategic relationship management practices in the IT services area. The contractor provides expertise, advice, assistance, and support to OTOP, OEI and other Agency offices regarding the development, implementation, and management of customer service or CRM programs, practices, processes, and tools.

This customer service program development, management, and implementation support includes, but may not be limited to improving the Agency's communication with, understanding of, marketing to, and management of existing and new customer relationships. The contractor supports and participates in marketing of ITM policy, planning, investment management (e.g., Business Case Development), and other services in the context of an OTOP or OEI Portfolio of ITM Services. The contractor supports customer and market analyses and analyzes options and alternatives for servicing specific customers or customer segments. Additional CRM program support includes support for pilot projects and implementations of CRM tools, technologies, and business practices. It also includes support for analyses of core competencies for implementing an effective CRM function and development of tools to measure CRM effectiveness, including customer feedback and satisfaction.

### 3.4 Support for Compliance with Mandates

The task of supporting customer compliance with statutory, regulatory, policy, and similar mandates is a major business focus and area of growth for OTOP and OEI in serving customers. The contractor supports the development, enhancement, maintenance, and delivery of compliance services from a portfolio of compliance services offered by OEI and OTOP. The contractor performs studies, analyses, and reviews to support Agency programs and other customers in assessing levels of compliance with statutory, regulatory, policy, and similar mandates. The contractor performs studies and analyses to support strategic and tactical program planning designed to meet applicable compliance mandates. The contractor performs studies and analyses, recommends, and where appropriate, supports implementation of program activities and plans to comply with mandates.

The contractor provides these services to customers within the context of an OEI or OTOP ITM Service Portfolio and in coordination with the CRM function. Examples of this type of compliance support service work include, but are not limited to, business case development and documentation, project implementation management reviews (e.g., Earned Value Management Analysis), security testing, and security and risk assessment. The contractor performs these compliance services in accordance with Agency ITM policy and procedures. The contractor also collects customer satisfaction information for the purposes of increasing customer satisfaction and improving the customer service process and core service delivery capability.

### 3.5 Communication Support

Communications support is a critical Agency ITM Program requirement. Communications support is particularly important to the OEI and OTOP ITM service components of the ITM Program. The contractor provides a broad range of communications support to all aspects of the Agency's ITM Program. This includes, but is not be limited to developing, implementing and managing communications strategies, plans, products, tools, and services in support of the Agency's ITM Program. The contractor manages ITS-BISS communication services to effectively support Agency ITM program goals and the objective of this contract. For example, the contractor is expected to manage ITS-BISS communications services consistent with, and to enhance, OEI and OTOP customer service and portfolio processes and their business transformation activities.

The contractor supports a broad range of Agency and program, regional, and staff office ITM communications and outreach requirements, as well as, the requirements of OEI and OTOP and its customer-base external to the Agency. The contractor assesses program office information and data

### 3.7 ITM Organizational Development and Human Capital Management

OEI and OTOP are transforming current business models to improve performance, better serve customers, and better lead on government-wide ITM initiatives. Agency and other customer organizations are also likely to transform internal ITM operations in response to these same business drivers, creating organizational development and human capital management requirements. The contractor performs organizational analysis and consultation to assist the Agency and customer organizations in evaluating and re-structuring organizational components and human resources investments and programs to attain optimal benefit from their ITM resources and assets. This may include organizational assessment and planning support; skill assessments; design and implementation of skills development programs; analysis of skills development tools; selection, acquisition, and implementation support for such tools; and related activities in support of organizational and workforce development. Organizational assessments for OTOP, OEI, and other customer offices cause the contractor to assess the performance or maturity of organizational, business, or ITM functions processes, practices, activities, and services using applicable best practices information and benchmarks as a basis for comparisons. Skill assessments cause the contractor to focus on the gaps and the requirements to support Agency efforts to implement ITM best practices.

The Clinger Cohen Act of 1996 and the Office of Management and Budget (OMB) require the Agency to:

- Assess the requirements established for Agency personnel regarding knowledge and skill in information resources management and the adequacy of those requirements for facilitating the achievement of the performance goals established for information resources management;
- Assess the extent to which Agency positions and personnel meet those requirements; and
- Develop strategies and specific plans for hiring, training, and professional development to rectify any deficiencies identified in meeting those requirements.

The contractor provides assistance to the Agency as it performs those functions, including analyzing, developing, supporting, evaluating, and conducting workforce development assessments, plans, strategies, and programs.

The contractor evaluates, recommends, develops training materials, and delivers training to Agency personnel and to other personnel who are business partners of the Agency (e.g., state employees using Agency data systems) in support of the ITM aspects of the Agency's human capital management strategy. Development or use of computer-based training materials is included.

### 3.8 Conference Support and Meeting Facilitation

In performance of task orders, the contractor arranges and conducts meetings involving contractor personnel, government personnel, and other involved parties when such meetings are essential for completion of the contractor's responsibilities and contract performance objectives. For such meetings, the contractor provides general meeting support including, but not limited to, planning and preparing agendas and supporting meeting materials, taking and producing minutes; obtaining use of suitable meeting room(s); and providing other similar meeting support. The contractor may be required to collect, analyze, and present information specific to the objectives of the meeting.

Procedures and examples for selection and approval of meeting and conference space and assistance occur in US EPA Office of the Comptroller Policy Announcements 94-10, 92-07, and 89-02; US Office of Management and Budget Bulletin No. 93-11, and General Service Administration Amendment 32 to

the Federal Travel Regulation.

### **3.9 Other Support**

The contractor provides other support in the furtherance of activities related to the scope of this contract. Such support may include, but is not limited to, the following:

- technical review and critique of IT-related documents from a variety of sources;
- suggesting revisions to such documents as they relate to the Agency's IT or information architectural environment;
- printing within the limits of federal or Agency regulations;
- physical production of such revised documents, e.g., collating, binding;
- collection, summarization, and transcription of data and information related to the Agency's ITM or information architectural environment,

The Agency may order these services on valid task orders, either in support of other requirements or in their own right.

### **4.0 ITM Technical Advice, Assistance and Support**

The contractor provides a wide variety of technical advice, assistance, and support for the Agency's ITM program, examples of which occur below, though not by way of limitation.

#### **4.1 ITM Benchmarking and Best Practices Research and Analysis**

The contractor benchmarks specified best-in-breed ITM functions, services, and technologies across industry and government using price, cost, and other factors in the performance analysis. Benchmarking or best practice research may focus on specific ITM functions, general management or organizational performance, or specific IT issues (e.g., supercomputing). This benchmarking and best practice research shall support performance improvement across the Agency's ITM Program, as applicable.

#### **4.2 System Definition and Functional Requirements**

This includes the development of requirements analyses, alternatives analyses, feasibility studies, and related studies and audits. This include provision of support to determine and document functional program requirements, to recommend alternative solutions and to provide corresponding justifying analyses and rationales for these studies and recommendations. In performing these analyses, the contractor utilizes his or her knowledge and understanding of the Agency's environmental policies and programs and business operations and practices to better inform the analytical and solutions processes.

The contractor provides support for the definition phase of system development, including initiation, concept definition, and requirements definition, including the development, maintenance, and update of documents associated with system definition. Examples of the type of documents produced in system initiation are the initiation decision paper, system management plan, and assignment of project responsibility. Examples of products of concept definition include system concept document, security concept, security risk assessment, and cost benefit analysis. Examples of requirements definition products include requirements decision paper, functional requirements specification, requirements traceability matrix, system test plan, and security plan. Additional information on the Agency's system life cycle management is available in the Agency's policies and procedures, including the Interim Agency System Life Cycle Management Policy (pending) and the Interim Agency System Life Cycle Management Policy (pending). The contractor supports high level conceptual design of systems to

support initiation of the development phase, in which it is anticipated that detailed design, development, implementation, and operation would subsequently occur under contracts specific to those phases.

The contractor provides technical assistance for information system designs that define the functional capabilities of actual system modules to be developed, acquired, or utilized. The contractor develops, installs, and implements prototype or pilot systems for the purposes of evaluating or validating potential hardware or software architectures or environments.

Implementation may include development and dissemination of user manuals and other system-related documentation. These manuals and documentation may be used in direct support of the related pilot or prototype effort or may be used as supporting materials for the resulting architectures and environments. A system may be considered in prototype or pilot phase during the period while the system software design and hardware configuration are undergoing test and evaluation by actual or test users with actual or fictitious data. A prototype or pilot is considered complete when the architectural design or selection is finalized and proven valid.

#### 4.3 Technology Assessment

The ever growing information technology needs of the Agency coupled with an expectation of flat operating budgets in future years is creating an increasing need for cost competitive IT services. Meeting this customer requirement and maintaining a secure and flexible IT infrastructure represents a significant challenge to the success of the OTOP fee-for-service business model. New technology can play a vital role in lowering the Agency's total cost of IT ownership and therefore technology assessment is an important component of this acquisition.

The contractor conducts studies, assessments, or market research activities of existing or emerging technologies and their possible application to the Agency's needs or objectives, as well as their potential impacts on the Agency's architectural environment and infrastructure. These may be technologies recommended for potential use in studies conducted by the contractor or are capabilities that are under consideration by Agency program managers who may desire more detailed information before making final decisions regarding implementation of particular technologies. They may be technologies not specifically identified in advance by the Agency, but rather identified by the contractor in response to high-level statements of needs or objectives on the part of the Agency. They may be technologies that represent new methods of meeting customer needs, and which may form the basis for developing a new IT service (e.g., the Blackberry Service that OTOP introduced in response to the emergence of this technology and a demand from customers for new tools to support mobile email communications).

#### 4.4 ITM Acquisition Support

The contractor provides technical and acquisition expertise support that may lead to acquisitions conducted by the Government. In its problem-solving role, the contractor is aware that alternatives to acquisition (e.g., using already existing resources or technology within other Government agencies) as a solution are available and are in fact encouraged. This support may be provided prior to and during the acquisition. These acquisitions may be for ADP and telecommunication hardware, software, and ITM support services. Examples of the types of support that the contractor provides to the Agency are as follows:

- support for requirements collection and analysis, alternatives analysis, research of performance-based contracting approaches, including the development of benchmarks for IT products, practices, or services;
- make recommendations and provide options, based on market surveys and previously determined

- requirements, as to optimal separation of required items;
- comparison of Agency requirements to general market availability;
- recommend options and suitability of benchmark or functional demonstration;
- recommend options including the pros and cons of technical versus functional specifications; and
- recommend pros and cons of alternative performance-based acquisition options.

In addition, the contractor provides technical input to the Government for Government preparation of:

- justifications for compatibility limited requirements;
- software conversion cost studies;
- specialized technical expertise in the development of specifications;
- analyses to support the development of cost components of an acquisition;
- conducting of technical research, market research, or similar investigations or evaluations to clarify and provide options for technical proposal content; or
- comparisons of Agency requirements to general market availability.

The contractor provides technical and acquisition expertise that leads to improved performance or management of existing Agency contracts or task orders. The contractor provides a range of advice, assistance, and support to improve ITM contract management or performance, including the following examples:

- analyze and recommend options for improving the contract award fee evaluation process;
- analyze and recommend options for improving the quality of oversight of contractor work by Task Order Project Officers (TOPO); and
- analyze and recommend options for improving the monitoring the financial performance of the contract from the CO, PO, and TOPO perspectives.

#### 4.5 Studies and Analyses in Support of Other Agency Contracts

The Agency has several large IT support contracts for the provision of computer operations support and for systems development life cycle activities for the design, development, test, and implementation of computer based applications. These contracts do not offer advisory and assistance services except for those limited instances where a relatively small amount of advisory and assistance work is incidental to the performance of assigned work. The contractor performs advisory and assistance services in support of Agency work otherwise performed under those contracts. In no instance does the contractor report to, take direction from, or supervise any other Agency support contractor.

#### 4.6 Business Process Management

The importance of business process management in improving the performance of Federal programs is growing and may require agencies to place as much emphasis on it as it has on the pace of technology change. The contractor provides business process modeling, reengineering, and related management support to various Agency offices and clients. These business and management processes extend beyond the area of ITM to encompass core Agency mission and business processes and the information functions that support them. The purpose of this support is to provide analysis that identifies opportunities for improvement in the way the Agency and its various Offices manage and conduct their

business processes, recommend solutions for change, and implement Agency decisions on business process change.

#### **4.7 Technology Implementation Guidance and Support**

The contractor provides guidance on optimal configurations, guidance on techniques for multi-system integration, information on costs and ordering procedures.

#### **4.8 Capacity Planning**

The contractor provides technical support to the capacity planning process for any Agency computer platform, including forecasting of future workload and system performance; projecting the impact of current and projected software systems on computing resources; developing, implementing and maintaining a capacity reporting system; and modeling, evaluating, and reporting on Agency computing resource utilization.

#### **4.9 Independent Verification and Validation**

Agency ITM programs and program activities must be reviewed to determine if they meet stated and applicable performance goals and compliance standards. Agency ITM investments must be reviewed to determine if they meet stated and applicable specifications, performance goals, and compliance standards. Agency information systems, equipment, and networks must be evaluated and tested to determine if they comply with applicable security and ITM policies or standards. Agency studies, assessments, plans, and other documents or products (e.g., websites) must be reviewed to determine if applicable ITM requirements, acceptance criteria, and other performance standards have been met satisfactorily. Documents, deliverables, and other products produced on behalf of the Agency by contractors must be independently reviewed for cost, quality, and other acceptance criteria.

The contractor performs, and reports on, a wide range of independent verification and validation (IV&V) reviews, analyses, studies, and tests in support of the Agency's ITM Program. The contractor develops an IV&V Strategy and Plan to improve the effectiveness of the Agency's ITM IV&V function. The contractor supports implementation of all or parts of the Plan. The contractor acquires, collects, analyzes or uses benchmarking and best practices data to perform cost, price, and other comparisons.

### **5.0 Time-Boxed Expert Advice, Assistance and Support**

On a periodic basis, the contractor rapidly responds to the Agency on a broad range of potentially high-impact information technology or information management issues or questions with expert advice and assistance. The goal of this expert advice is to identify potential solutions to high-impact ITM issues within an extremely short timeframe (or "time-box"). An issue is considered high-impact based on a series of factors including but not limited to cost, risk, performance, complexity, management, or other factors.

The contractor provides advice and proposes solutions based on experience, expertise, and knowledge of current industry and government ITM best practices. The contractor draws upon leading experts, analysts, and strategists from the ITM and related fields to identify and develop potential solutions. The contractor prepares executive white papers, conduct executive briefings, meets with Agency leaders and managers for question and answer sessions, and provides other expert support as needed. The expert advice provided by the contractor is intended to supplement, not substitute, for the contractor's overall advice, assistance, or support for the Statement of Objectives of this contract.

## ATTACHMENT J-2

### FEDERAL POLICIES AND REGULATIONS

Policy /Regulation	Description	Uniform Resource Locator (URL)
Government Paperwork Elimination Act (GPEA)	Memorandum For Heads of Executive Departments and Establishments	<a href="http://www.whitehouse.gov/omb/circulars/a130/a130.html">http://www.whitehouse.gov/omb/circulars/a130/a130.html</a>
Government Paperwork Elimination Act (GPEA)	Records Management Guidance for Agencies Implementing Electronic Signature Technologies	<a href="http://www.archives.gov/records_management/pdf/electronic_signature_t">http://www.archives.gov/records_management/pdf/electronic_signature_t</a>
Information Technology Management Reform Act	Memorandum For Heads of Executive Departments and Establishments	<a href="http://www.whitehouse.gov/omb/memoranda/m96-20.htm">http://www.whitehouse.gov/omb/memoranda/m96-20.htm</a>
Public Law 106-229	Electronic Signatures in Global and National Commerce Act (ESIGN)	<a href="http://www.whitehouse.gov/omb/memoranda/m0015.html">http://www.whitehouse.gov/omb/memoranda/m0015.html</a>
Section 508 Compliance	Electronic and Information Technology Accessibility Standards	<a href="http://www.access-board.gov/sec508/508standards.htm">http://www.access-board.gov/sec508/508standards.htm</a>
Policy on Infrastructure Protection	Presidential Decision Directive – PDD-62	<a href="http://fas.org/irp/offdocs/pdd-62.htm">http://fas.org/irp/offdocs/pdd-62.htm</a>
Policy on Infrastructure Protection	Presidential Decision Directive – PDD-63	<a href="http://fas.org/irp/offdocs/paper598.htm">http://fas.org/irp/offdocs/paper598.htm</a>
Continuity of Government Operations	Presidential Decision Directive –	<a href="http://fas.org/irp/offdocs/pdd/pdd-67.htm">http://fas.org/irp/offdocs/pdd/pdd-67.htm</a>

	Manual	
EPA IT Policy	Information Technology Roadmap	<a href="http://basin.rtpnc.epa.gov/ntsd/ITARoadmap.nsf">http://basin.rtpnc.epa.gov/ntsd/ITARoadmap.nsf</a>
EPA Orders	Agency Network Security Policy Order Number 2195.IA4	<a href="http://intranet.epa.gov/rmpolicy/ads/transorders.htm">http://intranet.epa.gov/rmpolicy/ads/transorders.htm</a>
OEI Operational Directives	Computer Security Incident Response – Directive 200.06	<a href="http://basin.rtpnc.epa.gov/ntsd/directives.nsf/c9b50b28ec919794852566ac00OpenView">http://basin.rtpnc.epa.gov/ntsd/directives.nsf/c9b50b28ec919794852566ac00OpenView</a>
EPA Security Policy	Information Security	<a href="http://www.epa.gov/irmpoli8/polman/chaptr08.htm">http://www.epa.gov/irmpoli8/polman/chaptr08.htm</a>
EPA Standards	Data Standards	<a href="http://oaspub.epa.gov/edr/epastd\$.startup">http://oaspub.epa.gov/edr/epastd\$.startup</a>
EPA Guidance	Web Guide	<a href="http://www.epa.gov/webguide/index.html">http://www.epa.gov/webguide/index.html</a>
EPA Enterprise Architecture	Target Enterprise Architecture Version 1.0 and Successor	<a href="http://intranet.epa.gov/architec/targetea_1216/index.html">http://intranet.epa.gov/architec/targetea_1216/index.html</a>

	PDD-67	
Government Information Security Reform Act	Memorandum For Heads of Executive Departments and Establishments	<a href="http://www.whitehouse.gov/omb/memoranda/m01-08.pdf">http://www.whitehouse.gov/omb/memoranda/m01-08.pdf</a>
Public Law 104-106	Federal Information Processing Standards Publications	<a href="http://www.itl.nist.gov/fipspubs/">http://www.itl.nist.gov/fipspubs/</a>
Privacy Act Policies	Memorandum For Heads of Executive Departments and Establishments	<a href="http://www.whitehouse.gov/omb/memoranda/m01-05.html">http://www.whitehouse.gov/omb/memoranda/m01-05.html</a>
Agency Architecture Development Guidance	Memorandum For Heads of Executive Departments and Establishments	<a href="http://www.whitehouse.gov/omb/memoranda/m97-16.html">http://www.whitehouse.gov/omb/memoranda/m97-16.html</a>
Management of Federal Information Resources	OMB Circular A-130	<a href="http://www.whitehouse.gov/omb/circulars/a130/a130trans4.html">http://www.whitehouse.gov/omb/circulars/a130/a130trans4.html</a>
National Technology Transfer Act of 1995	OMB Circular A-119	<a href="http://www.whitehouse.gov/omb/circulars/a119/a119.html">http://www.whitehouse.gov/omb/circulars/a119/a119.html</a>
Budget Process	OMB Circular A-11	<a href="http://www.whitehouse.gov/omb/circulars/index.html">http://www.whitehouse.gov/omb/circulars/index.html</a>

### Agency Policy and Procedures

Policy /Regulation	Description	Uniform Resource Locator (URL)
EPA Policy	IRM Policy	<a href="http://www.epa.gov/irmpoli8/polman/">http://www.epa.gov/irmpoli8/polman/</a>